

THE TRANSFORMER



CONGRATULATIONS TO TRANSPORTATION'S NEWEST SENIOR MASTER SERGEANTS

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TRAFFIC MANAGEMENT

Inbound Processing

When inbound personnel arrive on station, they are required to contact the traffic management office (TMO) to check on the status of their inbound personal property shipments and provide contact information to the inbound personal property section. The TMO participates in Wing Newcomers Briefings. These briefings help newcomers process through finance, personnel, TMO, and the hospital. Little Rock TMO has implemented a local system to aid newcomers. They down loaded the TOPS systems onto a lap-top that can be taken to the newcomers briefing. The laptop allows TMO personnel to provide members with the status of their inbound shipments and load contact information directly into TOPS. Members who made Do-It-Yourself (DITY) moves can also process the paperwork at the briefings. This process gives the counselors and inbound personal property personnel more time to complete appointments and other paperwork in the office. This process also eliminates time away from duty for newly arrived personnel and adds to customer convenience.

POC: Ms. Patricia Smyres

Traffic Management Office
Little Rock AFB AR

USTRANSCOM Publishes DOD Customs and Border Clearance Policies and Procedures

U.S. Transportation Command recently published a new regulation, Department of Defense Customs and Border Clearance Policies and Procedures. Developed as Part V to the Defense Transportation Regulation (DTR) this document replaces DOD 5030.49R, Customs Inspection, which is being cancelled.

Part V has been expanded to include sections on the importation of firearms, agricultural inspection requirements, and EPA/DOT requirements for returning POVs. The new regulation also includes details on Host Nation Customs requirements for 25 countries including Japan, South Korea, Germany, Italy, Spain, the United Kingdom, Saudi Arabia, and several countries in Central and South America. Additional information on other countries is under development and will be included in future releases of the regulation.

The Customs Policy Branch also maintains a DOD Customs Program web page on the USTRANSCOM business page at <https://business.transcom.mil>. This page provides links to applicable CFRs and other Federal Customs and Border Clearance agency web sites as well as bulletins on Customs related issues.

DOD Customs and Border Clearance Policies and Procedures are available on the USTRANSCOM public web page at <http://public.transcom.mil> under Publications, Other DOD Publications, Defense Transportation Regulation. Copies of the regulation on CD are also available from the Defense Logistics Agency, Document Automation and Production Service, DSN 576-4686, Commercial (618) 256-4686, or from their web site at <http://www.scott.swbt.daps.mil>.

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On The Web

The Joint Personal Property Shipping Office – Washington Area (JPPSOWA), in coordination with the Oracle Corporation, is proud to announce that we are in the final stages of our interactive web development program. When completed, this program will allow military and civilian employees, who have departed or arrived into the National Capitol Region, to access their shipment information on-line.

While the program is designed to allow members access to information about their personal property shipment records, the interactive web program is not limited to only this customer base. Commercial carriers and agents will be able to access information relative to their particular SCAC/Agent code. DPM and NTS contractors can access information pertinent to their codes. In addition, transportation offices and the move managers associated with the Full Service Moving Program will also be able to obtain access to shipment information.

In addition to being able to retrieve shipment information from our TOPS database, we are working on adding document viewing and downloading capability for our users. JPPSOWA is aggressively working on getting all of our documentation scanned into our database so our customers can obtain copies for their convenience. Hopefully, this will eliminate the need for faxing and mailing documentation between sites and to carriers or agents.

If you would like to see or visit our site, the web address is www.belvoir.army.mil/jppsowa. Come in and take a spin. You will need to get a login and password, but this can be done over the web. Our point of contact for this project is our Webmaster, TSgt Derek Cosby, Commercial (703) 806-0715 or (800) 762-7186, ext 715 or DSN 656-0715 and he can be reached via email at derek_r_cosby@belvoir.army.mil

Mr. George M. Milward
JPPSOWA
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Ft Belvoir VA

Military Standard Transportation and Movement Procedures (MILSTAMP) Integrated into Defense Transportation Regulation (DTR), Part II

The new DTR (DOD 4500.9-R), Part II, *Cargo Movement*, dated December 2000, is a complete rewrite and includes integration of MILSTAMP (DOD 4500.32R) policy and procedures. MILSTAMP is now obsolete. References made to MILSTAMP in Air Force publications need to be updated to reflect the DTR, Part II.

USTRANSCOM began the integration of MILSTAMP into DTR, Part II, process in March 2000. Each of the military Services, defense agencies, the Coast Guard, and the Transportation Component Commands (AMC, MSC, and MTMC) participated in the integration effort through virtual workshops and on-site working group meetings. USTRANSCOM's objective was to eliminate duplication and potentially contradictory guidance in multiple regulations.

All Air Force shipping activities need to become familiar with the new DTR, Part II, for documentation, codes, formats, and other information that was formerly a part of MILSTAMP, Volume I. Transportation Account Code (TAC) policy and procedures (formerly MILSTAMP, Volume II) is now located in DTR, Part II, Appendix CC-11. Air Force TAC guidance is found in Appendix CC-11, Attachment 5. Appendix BB contains updated Management Reform Memorandum #15 Business Processes and Procedures that apply to shipments made using US Bank's PowerTrack.

The DTR, Part II, may be accessed and downloaded through USTRANSCOM's website at <http://public.transcom.mil/J4/j4lt/dtr.html>. Note: DTR, Parts I, III, IV, and V are also available at this website. Part V, DOD Customs and Border Clearance Policies and Procedures, was recently published in January 2001.

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Transportation Tools

Transporters, how many times have you switched computers, had a hard drive crash, or are just not organized and not able to find the information on the internet you just...need? There is help on the way and it's *Transportation Tools*. What we did is, copied and updated the transportation web shortcuts and made them a "drag and drop" away from instant organization. No more lists, sticky notes or handwritten notepads with web pages. We have even included the installation instructions in a zip file. A good deal, you bet.

If you want to look up a DoDAAC, there are two sites and TAC codes, one click and you're at the no-kidding official searchable database. What about HAZMAT? If you need a MSDS, quick access to AFJMAN 24-204, Hazardous Materials Information System, Performance Oriented Packaging or report a bad thing on Pack Probe, you can go directly to it. Additionally, quick access to the Personal Property Consignment Information Guide, Joint Personal Property Shipping Offices and all other information concerning personal property, is just a "click" away. Need help with Intransit Visibility and Automatic Identification Technology, no less than seven sites to help you do your job better and faster. Of course, there is more, but seeing is believing. What do you have to lose? Let's put those expensive lumps of hardware that sit on our desks to work. Load the program file on all the computers in your organization and use these favorites. Let your computer bring the powerful information that is available to you, to your job today. Short and sweet, a real time saver!

MSgt Dan Wilson
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SOUTH KOREA'S NEW INTERNATIONAL AIRPORT

Effective 29 Mar 01, South Korea will no longer use Kimpo (SEL) International Airport for international flights. SEL will be used for domestic flights only from this date. The new airport serving all international flights in and out of South Korea will be Incheon (ICN) International Airport.

All Department of Defense travelers should be advised that using ICN will result in a longer travel to/from Osan Air Base, along with a slightly higher bus fare. Travelers in a PCS/TDY status should immediately proceed to the USO counter at ICN. This is the location where travelers will be transiting the buses to/from Osan Air Base.

ICN is located on Yongjong Island, which is approximately 39km west of Seoul. Travel time is approximately two and a half hours, depending on the time of day. The cost of one-way travel to/from Osan-Incheon will be \$15, which is a reimbursable expense, so please keep your receipt.

With the large number of exercises and arriving personnel TDY to South Korea, please ensure this information reaches as large an audience as possible. A website that can provide additional information on ICN is their homepage at: www.airport.or.kr/

POC: MSgt Scott Hood
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UNITED STATES FORCES KOREA (USFK) APPROVES SPACE AVAILABLE TRAVEL FOR NON-COMMAND SPONSORED DEPENDENTS

Per HQ AMC/DON message 251545Z FEB 01, USFK will offer Space-Available travel into their area of responsibility as a participant in the non-command sponsored dependent program. Effective immediately, personnel meeting the criteria of the program are authorized travel within the guidelines of the program.




These dependents may now travel Space Available (Category III Accompanied, and Category V Unaccompanied) to and from the member's approved overseas tour location to visit the sponsor at his or her duty location. Because sponsors must report to their duty station in a duty status, dependents cannot accompany their sponsor when the sponsor initially reports to their unaccompanied PCS overseas tour.

The Installation Commander (which can be delegated to the sponsors commander) must provide written approval for non-command sponsored dependent travel. The dependents length of travel time permitted cannot exceed 30 days, which starts on the day they arrive at the CONUS aerial port of embarkation.

Be advised, there are command sponsored billets here at Osan and a very large number at Youngsan Army Garrison. With this in mind, dependents wishing to travel during the busy summer months, may find very little opportunity to use this authorization, as most travelers will be in a official duty-status moving to/from Korea.

Inform dependents that they must also be prepared to purchase commercial airline tickets if Space-Available flights are not available. Space-Available is just that, if a flight is available and allows non-duty passengers, then based on category priority (1 through 6), these passengers will be processed according to the number of seats available on the particular aircraft departing.

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Scott Air Force Base, Illinois

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November 28, 2000

Greater user ease added to personal property Web site
By John Randt, Chief, Command Affairs, Military Traffic Management Command
ALEXANDRIA, Va. (USTCNS) --- Every day, from 300-500 users tap into MTMC's Personal Property Web pages.

This Internet audience from around the world includes service members, installation travel offices and household goods moving companies.

Since its inception in 1996, the Web site has provided essential information on MTMC's personal property program. MTMC moves an average of 646,000 service members a year.

On Nov 24, users who went to www.mtmc.army.mil and then clicked on "Transportation Services" found an entirely different personal property Web section. "We had been putting changes on it for years," said Hank Spieler, Chief, Domestic and International Rates. "We decided on a total redesign."

Staying true to a reinvention design, transportation assistant Cliff Mechalske started with a blank screen. Relying on college automation courses, Mechalske used Microsoft Front Page software to totally redesign the personal property Home Page. "I wanted it easier to use and more professional in its look," said Mechalske, 23, who started working at MTMC as a high school intern in 1993.

As a methodology, Mechalske used two personal computers. On one he viewed the old personal property Web site - on the second, he designed a totally new one. One of the biggest changes was on the site's first page. A user on the old site had to scroll down through dozens of listings in a fact-finding effort. No longer. The new site has just nine listings. Related categories are then broken down under such categories as latest updates, domestic advisory, international advisory and carrier approvals.

"It is a new look and a new feel," said Mechalske. "It is now easier to use." Mechalske sandwiched the Web redesign work with his other duties over a six-month period.

What about the future? Mechalske has other goals. "I would like to expand the user capability by creating some Oracle-generated Web pages," said Mechalske. The pages would allow users to seek additional information on the Web site.

"We are in an interactive mode," said Spieler. "All the information that they formerly had to research by paper, volumes of paper, is now on the Web."

The new Web pages have drawn positive reaction. "Its very nice and easy to use," said Mae Ohori, a traffic management specialist with the 599th Transportation Group, Wheeler Army Air Field, Hawaii. "I like the way it is set up and the icons are presented," said Ohori, a 13-year MTMC veteran who works in the group's personal property section. "As an example, if you are in the

International Program there are boxes and you know where to go." Email may be addressed to the Web page at property@mtmc.army.mil

FROM MILITARY TRAFFIC MANAGEMENT COMMAND PUBLIC AFFAIRS

To receive USTRANSCOM News Service releases and articles by email, simply send an email to ustcpa@hq.transcom.mil with the word "subscribe" in the subject block. Please forward this message to friends and associates in the military, news media, and industry interested in defense transportation.

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VEHICLE MAINTENANCE

AF Vehicle Changes: A Different Look; Different Source

The "blue vehicle fleet," a common sight at most AF installations begins to take on a different look as we seek alternatives to traditional procurement processes. While the search for opportunities to leverage commercial sources, and thus gain greater economic efficiencies and potentially reduce infrastructure is ongoing, several MAJCOMs have taken the initiative to implement many of them now. By seeking alternatives to traditional vehicle procurement and ownership processes, we'll be able to more readily fill vehicle fleet requirements, provide newer vehicle assets, and significantly reduce standing procurement budget requirements.

Competing for vehicle acquisition funds is a challenge. Historically, only 6 percent of the AF's total requirement has been funded. Further, the FY99 Senate Appropriations Committee (SAC) report contained provisions that required Services to lease commercial vehicles. It was noted that this action allows Services to exploit the competitive commercial leasing market and plan for infrastructure reductions. The realities of this report and projected funding for vehicle buy programs prompted the AF to study alternatives, primarily leasing options, for supporting vehicle requirements. This led to reviewing vehicle lease versus buy options.

The first area of review was the general-purpose vehicle fleet, where the AF considered leasing sedans and station wagons AF-wide, thus removing these vehicles from the buy consideration. MAJCOM transportation managers tailored their approach to leasing general-purpose vehicles-to include full-fleet conversions-in lieu of procurement based on the needs of their particular command. A balance between leasing benefits, warfighting capability (UTCs), and required proficiency of vehicle maintenance personnel were some of the major considerations. Ultimately, the decision was made to migrate the AF's procured general-purpose vehicle fleet toward a General Services Administration (GSA) leased fleet. FY05 projections indicate AF general-purpose vehicle leases will approach 19,000. Initially, Air Staff (AF/ILSR) realigned funding to assist the MAJCOMs in this transition through FY05. However, the USAF FY03-07 Annual Planning & Programming Guidance decentralized the vehicle replacement program. MAJCOMs will now program for sufficient lease and procurement of vehicles, vehicular equipment and associated initial spares to support missions and meet Alternative Fuel Vehicle Executive Order 13149 requirements.

Concurrently, the Synergy-PricewaterhouseCoopers team conducted a study of lease versus buy options, and a total cost of ownership review. This approach allows for procurement of "must have" AF vehicles; allows MAJCOMs to recognize mission support requirements; and provides greater flexibility for base-level leadership to tailor vehicle fleets to meet mission requirements within budget realities. The Synergy-PricewaterhouseCoopers study concluded that leasing could result in significant cost savings but that

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the degree of those savings would be largely determined by Air Force policy decisions on the required level of infrastructure to retain - wartime manpower requirements, vehicle maintenance facilities, etc.

We have also studied privatizing, leasing and renting the Civil Engineer special-purpose vehicle fleet. MAJCOM and base-level Civil Engineers and Transporters provided data to the Air Staff (AF/ILTV/ILEX) identifying proposed CONUS Civil Engineer special-purpose vehicle assets to lease or rent. The data compared leasing/renting costs versus purchase and ownership costs, and similar to the general-purpose lease study, concluded that it may be cost effective to lease/rent special-purpose vehicles rather than buy. In all cases, a thorough cost-benefit analysis should be completed. The general-purpose and Civil Engineer special-purpose vehicle leasing studies can be viewed at the AF/ILTV website: <http://www.il.hq.af.mil/ilt/iltv.html>.

The last area looked at was the “how and why” behind the vehicle support we provide to contractors. Providing USAF-owned vehicles to contractors has pretty much been an automatic “given” whenever the contract called for vehicle support. After all, we already had the vehicles--right? However, doing so may negate the opportunity to fully leverage contractor capability, inhibit a performance-based approach to contract requirements, and continue to drive a need to buy vehicles. New guidance, aligned with the Federal Acquisition Regulation (FAR), tells MAJCOMs that contractors furnishing their own vehicles are the preferred method of doing business. Decisions to provide USAF-owned vehicles to contractors must be supported by facts-based cost analysis.

There is one supreme, overriding factor in this whole lease-buy concept. We’ve talked a lot about cost. While cost is a very important consideration, our foremost concern with any vehicle leasing initiative must be maintaining our go-to-war capability! You must ensure your resources are adequate to meet wartime UTC and AEF requirements. At a minimum, your decisions to lease will have an impact on the number of vehicle mechanic authorizations, vehicle and equipment operator authorizations, and deployable vehicle resources. When making lease-buy decisions, MAJCOMs and their units must thoroughly evaluate those impacts.

With respect to vehicle-buy budget challenges and congressional direction, there are no escaping two facts: 1) vehicles are needed to support the Air Force mission; and 2) it is an inevitable cost of doing business. Yes, there will be a bill to pay. Using the competitive commercial leasing market will provide a steady source of vehicles, potentially drive down costs, be more responsive to the “surge” nature of the mission, and provide flexibility to wing leadership in sourcing vehicle requirements. The “blue fleet” may be taking on more of a “rainbow” look; yet, this AF vehicle change promises a leaner, more ready, vehicle fleet.

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Pentagon, Wash DC

A Breath of Fresh Air

It’s three in the morning on a cold winter day. The alarm sounds for an in-flight emergency and the sleepy fire department springs to life. As the bay doors open to the cold night, the rumble of diesel engines fills the air. The vehicles roar from the station in response to the emergency at hand and you are left alone in the building breathing a plume of smoke. This clouded atmosphere of diesel engine exhaust is often so dense at initial start up you can’t see across the room. Even after the smoke has cleared, its presence is evident as a black powder throughout the building and a nice black trail staining the stall ceilings identifying the exhaust paths.

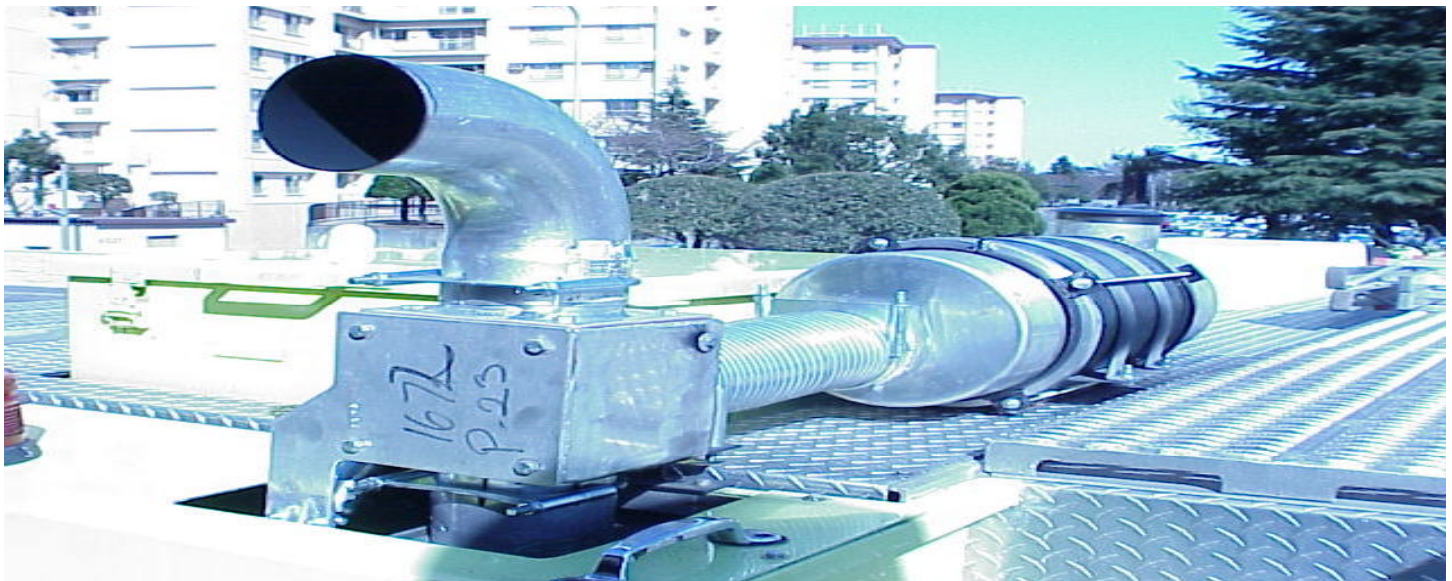


NORMAL EXHAUST FUMES

This situation is commonplace, but doesn't have to be. On the heels of Eielsen AFB and Little Rock AFB, we at Yokota Air Base Japan have begun installation of the "No-Smoke" exhaust filtration system manufactured by Ward Diesel Filter Systems Inc. This system, as directed by the manufacturer, removes 98% of diesel particulate (soot) from the exhaust when the vehicle is operating in an enclosed area. It does so by diverting the exhaust through a ceramic filter which captures the soot.

Let's go back to the initial scenario and see how it works. The bay doors open and the vehicles are started. Simultaneously, the exhaust is diverted from the normal flow through the filter assembly for a pre-set interval. This interval is between 0-99 seconds, set by maintenance personnel. Its purpose is to eliminate exhaust particles while the vehicle leaves the station. The station remains clear, a scene never before possible. Now, what happens when they return from the emergency and back the vehicles into the parking stalls again? The system is also activated when the vehicle is placed in reverse. Now the vehicle has returned to the fire station and still there is no smoke.

The only maintenance requirement is periodically replacing the ceramic filter with one that has been "regenerated" by the manufacturer. Other than that, the system is fully automatic. We have installed the system on one P-23 fire truck and have plans to install these systems on all the P-23, P-22, and P-26 vehicles. This system significantly reduces the black soot and smoke. Sometimes the contaminants are most evident only in their absence.



"NO-SMOKE" INSTALLED ON A P-23

POC: By SSgt Michael Bacu
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VEHICLE OPERATIONS

Take a Ride With The Best

In 1987 the 1776th Transportation Squadron at Andrews AFB was tasked to provide transport to senior military and civilian leaders transiting Washington D.C.'s National Capital Area (NCA). Soon thereafter, the Executive Drivers Section (EDS) was established. During the AF reorganization, EDS was transferred to the 89th Transportation Squadron. Not too many transporters have even heard of EDS. The ten vehicle operators selected from the 89th Transportation Squadron Vehicle Operations Flight are a proud and dedicated group of professional operators who are responsible for providing ground transportation support to the following:

- HQ USAF/CVAI, Foreign Liaison Office, which requires immediate transportation support having the operators often, billeted with the foreign dignitaries.

- Transiting and local general officers in the grade of O-9 and above and senior civilian-equivalents to the White House, Capital Hill, the Pentagon, civilian and military airports, to official government meetings and hearings.
- HQ AF Chief of Staff published AFI 36-2901 that requires EDS to provide transportation for all general officers visiting the NCA. It also requires EDS to provide support for O-7s and O-8s transiting the area.

This puts a tremendous workload on the EDS team to provide “First Class” DV transportation for every DV and flag officer assigned or transiting the area. With this work come some long hours, and the need for an elite group of 2T1s. The “zero” tolerance for error means that every link in the process from the airman to the squadron commander must be on top of all requirements. Run sheets are published daily. Supervisors and the leadership carry them around the clock. This attention to detail has earned us a 100% reliability rate for the past five months and a 99.9% reliability rate for the past several years.

Each operator is handpicked from the vehicle operators assigned to the vehicle operations flight of the 89th Transportation Squadron and interviewed for this very demanding and highly visible position. Each operator is assigned temporary duty for a week to the Anti-Terrorist Driving Course sponsored by the Office of Special Investigations. This course teaches evasive driving techniques and anti-terrorism strategies.

The training doesn’t end here. SSgt Michael Steis is responsible for the highly regimented training for the section at Andrews AFB. He is the resident expert of the National Capital Area and takes the new drivers on training runs in the local area. This training takes weeks to get up to speed on all the dozens of locations and various routes in the NCA. Our customers expect us to get them where they need to go on time...the standard saying is “zero tolerance for mistakes” with our customers.

EDS has four 2001 Chrysler LHS Class III sedans, three Class II sedans, and two 15-passenger DV vans assigned. The section has at its disposal a multitude of other vehicles, i.e. vans, 16-44 passenger busses, and coach busses. Under the direction of the Vehicle Operations Flight, 89th Transportation Squadron, 89th Logistics Group, 89th Airlift Wing the section has gained notoriety through numerous coins of excellence and letters of appreciation.

Since inception, EDS has been responsible for the safe and timely transport of over 14,000 senior military and civilian leaders transiting the National Capital Area. That is a tremendous feat.

SSgt Michael Steis, NCOIC, states, “There are many benefits that abound this job. But, there are some downfalls that accompany this job as well. I have only been able to take a few college classes because of being constantly on call and working long hours.” “It takes a special person to do this job and I believe that this is one of the most rewarding jobs that a 2T1 could have. Scheduling runs can be a challenge in itself, supporting potentially all the three and four stars assigned in DOD with only four cars and eight drivers assigned”, Steis said.



SSgt Michael Steis

SrA Rudy Funn states, “transporting senior officials has an out-of-this-world responsibility and this duty takes a lot of dedication because the long hours coupled with the D.C. traffic puts a lot of stress on the operators. However, the job is very rewarding and I’m proud of the work I do.”



SrA Rudy Funn, III

A1C Patrick Smalley, one of recently assigned executive driver states, “that he now realizes the tremendous responsibility placed on the section, because the safe transport of senior leaders falls directly in my hands.”

“It’s a very high profile job. We provide top-notch transportation service to all of the transiting senior officials in the greater D.C. area. We face many long days, but get through it as a team. The experience is unmatched.” Those are comments from a newly assigned NCO, SSgt Jim Spearson.



SSgt James Spearson

MSgt Rich Williams, Superintendent, testifies that, “the accountability the operators possess is beyond comprehension. At any given time, the EDS driver is responsible for the safe transportation of the country’s top leadership . When you ride with EDS, you are riding with the finest.”

POC: CMSgt Ralph J. Celento, III
Flight Chief, Vehicle Operations
89th Trans Sq
Andrews AFB MD

DSN: 858-2874

Supply Asset Tracking System (SATS) Hand Held Terminal (HHT) and the Smart Card Reader

SSgt Jason Taylor, Movement Team Monitor, Vehicle Operations Flight, Holloman AFB, NM, recognized a problem with the Smart Card Reader and developed the following procedures to ensure their Movement Team members were able to get accurate information from their Smart Card readers.

To complete a delivery, customers must insert their Smart Card into the reader and enter their personal password. This is an operation that takes place many times a day. However, it becomes a problem when the operation cannot be completed because the card reader malfunctions. To protect the Smart Card reader on the HHT, it is housed under a rubber protective flap that is held in place by a small metal hinge as shown in figure 1.

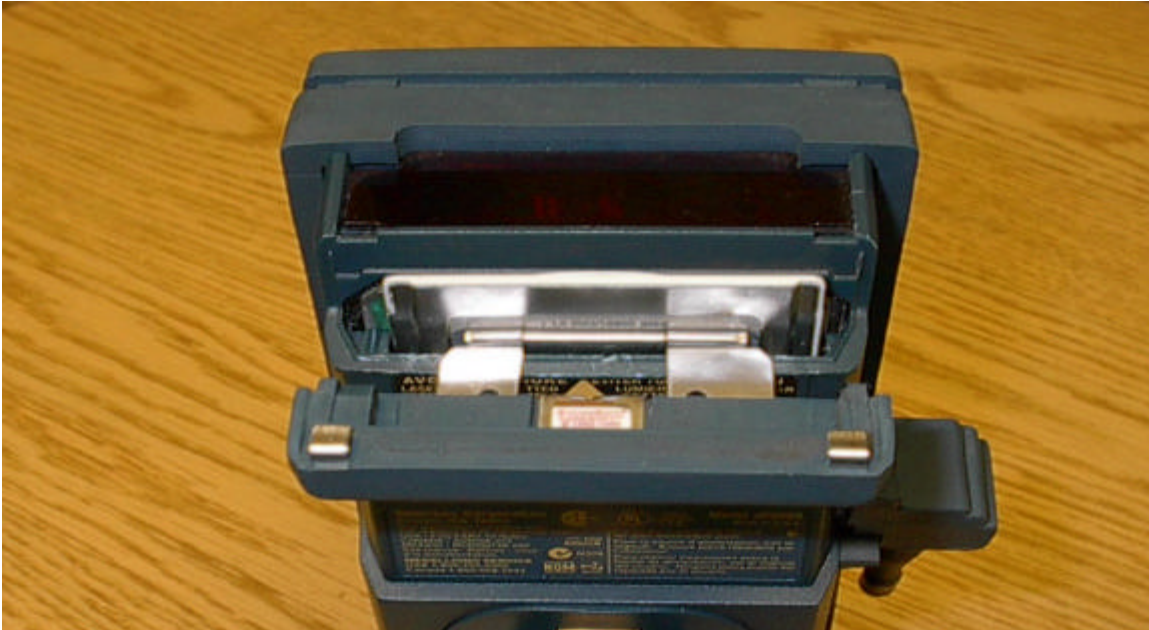


Figure 1

To process cargo, the protective flap must be opened. Opening this flap was very difficult and often required the use of a screwdriver or pocketknife.



Figure 2

The difficulty in opening the flap led to the HHT Smart Card Reader being left opened and unprotected. With the reader unprotected, this caused problems when the HHT was set down during loading, unloading, etc., and placed in the upright position. (Figure 3)



Figure 3

When the HHT is in the upright position with the protective flap open, pressure was created on the Smart Card Reader. The resulting pressure damaged the reader by creating dents and creases at the base of the reader as indicated in figure 4 below.



Figure 4

To correct this problem a small cutting tool was used to remove the lock tabs (figure 5). This simple alteration allows the flaps to be opened and closed with ease. Movement Teams members now keep the flaps closed and prevent damage to the Smart Card Reader.

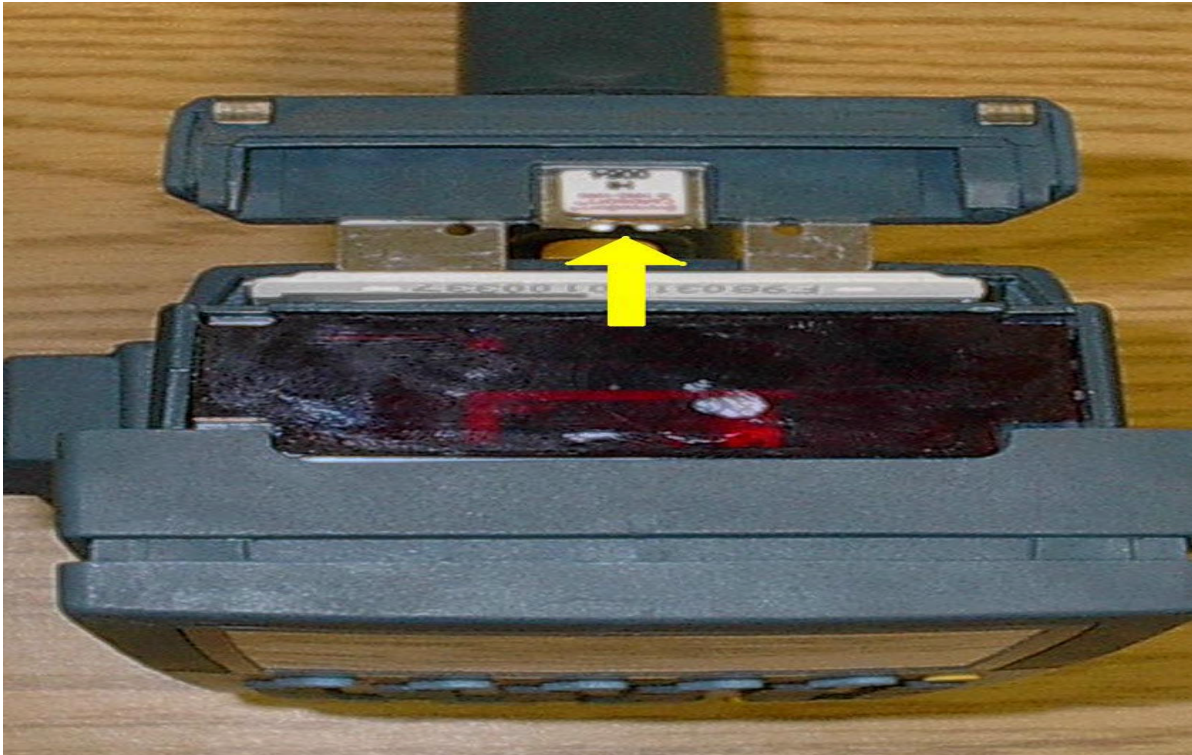


Figure 5

If you would like additional information on the procedures outlined above, you can contact SSgt Jason Taylor at DSN 572-5557.

POC: SSGT Jason Taylor
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Vehicle Operations Flight
DSN 572-5557

2T1XX Career Development Course (CDC) Changes

Air Force Institute for Advanced Distributed Learning (AFIADL) has published CDC changes that should be hitting the streets soon. Personnel studying for promotion will not see this information in the SKTs this year. Rather, it should first appear during the test cycle preceding the 2001 SKT rewrite. This information does appear on the CDC end of course examination.

If your trainees have questions about the CDCs, they can contact me. Trainees can submit questions using the ECI Form 17 through the mail, or they can email me at longra@wood.army.mil

AFIADL has also placed an electronic ECI Form 17 on their web site. To locate it go to: <http://www.maxwell.af.mil/au/afiadl/>. Open the menu at the upper left of the screen, then click on "Student Administration," "Forms," then "Downloadable Forms." On this page you find links to an email version of the ECI Form 17 allowing you to complete the form on-line.

If anyone sent a question for which they did not received a response, please write again. I recommend using my email address: longra@wood.army.mil on any correspondence to me. Please include your commercial duty phone number on your correspondence. I am located at Fort Leonard Wood. I can receive DSN calls but cannot make DSN calls. My DSN is 581-3509.

POC: MSgt Ray W. Long III
CDC Author, Vehicle Operations Course
366TRS, DET7

Ft. Leonard Wood MO

DSN: 581-3509

Web Site: <http://www.wood.army.mil/det7>

AERIAL PORT

CARGO MOVEMENT OPERATIONS SYSTEM (CMOS) - Moving Forward

With the release of Version 5.0.5, CMOS is on solid ground and moving into the 21st century using today's available technology while keeping an eye on new functionality and tomorrow's emerging technologies.

Probably the most significant technical change in the new version is the capability of hosting multiple shipping offices on a single server. This is a significant step toward the regionalization of CMOS and eliminates the need for a server and full-time system administrator at each CMOS location. Another change, which is not so visible, is the upgrading of the software from a 16-bit application to a 32-bit application (allowing the software to work with PCs operating 95/98 Windows NT operating systems). Along with these changes, the Graphical Driver Interface was incorporated to make CMOS capable of printing on a variety of printers. Many other improvements have been added in this release, including a new interface with the Global Air Transportation Execution System (GATES).

The interface between CMOS and GATES is two-fold. The first part of the interface is intended to allow AMC aerial ports to use CMOS to produce surface movement documents (Government and Commercial Bills of Lading, etc) for retrograde cargo processed in GATES. The second part of the interface is intended to replace the current diskette interface for air and truck manifests with electronic data exchange.

Outside of the current release, CMOS is adding three new express carriers to the Industry Information Processor (I²P) function. The National Air Cargo module was released to CMOS shipper locations on 13 March 2001. FedEx Ground should be released mid-April 2001, and Burlington Air Express in the near future.

Many new additions will be coming to a CMOS location near you. Some things to look for in the Aug 01 release of CMOS Version 5.1 include:

- ?? Migrating the server operating system to Hewlett-Packard 11.0
- ?? Supporting the Windows 2000 operating system on the PC
- ?? Addition of the Standard Asset Tracking System (SATS) Interface that will allow sites, which have the SATS, installed to support Standard Base Supply System (SBSS) operations. SATS will interface with SBSS for single input, inbound shipment receipt, turn over, and due-out release processing. It will also provide a Radio Frequency (RF) link to supply data for incheck of outbound cargo, and provide a second edit for the R40, parts 5 and 6. Additionally, supply will be able to assign a status code (AI) to indicate that a specific outbound document number was delivered to TMO and is awaiting incheck. If an item must be returned to supply prior to incheck, we can code it as returned (status code CR).
- ?? Enable the use of the Common Access Card to process passengers faster. This will also provide passenger service representatives the ability to create passenger manifest without relying on any other source for the information.
- ?? Expanded use of Automatic Identification Technology (AIT), which will allow CMOS to read and write 2-dimensional (2-D) barcodes, Radio Frequency Identification (RFID) labels, and Optical Memory Cards (OMC).

CMOS on the Web:

CMOS currently provides a limited web-access capability. This capability is available for very small-volume shipping activities. This fall, the CMOS Web Version 1 release will include:

- ?? Air Clearance Authority (ACA) – OCONUS shippers will be able to send ATCMD data over the web to their respective clearance authorities, which should improve the timeliness and accuracy of the data.
- ?? DD1149 – This new web capability will allow non-CMOS Base Level Units to prepare shipping documents on the web eliminating the need for the stand-alone DD1149 program.

Many new features are on the horizon:

- ?? CMOS will support the US Marine Corps supply (STRATUS) and LOGAIS interfaces, which will allow DD Form 1348-1A data to be passed on USMC supply items
- ?? Satellite Connectivity

Visit our site on the World Wide Web: <http://jppso-sat.randolph.af.mil/>

- ?? Migration to the NT/Windows 2000 Server
- ?? Fully Web-enabled CMOS

To keep abreast of these and other changes remember to visit our website: <https://www.ssg.gunter.af.mil/cmhos>.

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THEATER DISTRIBUTION MANAGEMENT CELL UPDATE

Issue 26 of *The Transformer* introduced the Theater Distribution Management Cell (TDMC) concept. Since that time, the TDMC continues to develop and expand capabilities with tremendous results. Under the auspices of the Strategic Distribution Management Initiative, the TDMC, a jointly staffed organization, has focused upon improving cargo velocity and aircraft utilization while reducing customer wait time within the European Theater. Utilizing the Global Air Transportation Execution System (GATES), the TDMC is able to forecast cargo arrival up to eight hours before landing within theater. This additional time enables the TDMC to synchronize onward movement for inbound cargo on intra-theater airlift, organic military transportation or commercial surface transportation. Acting as the Theater's single point of contact for air cargo movement, the TDMC has significantly improved overall cargo velocity by three to six days, depending upon final destination.

Another recent TDMC achievement includes the addition of hazardous material movement via surface. Previously, hazardous material shipped via military air had to remain within the airlift system. In some cases, this requirement delayed shipments up to 21 days within theater while the cargo awaited diplomatic clearances. Now, the TDMC is able to expedite hazardous cargo movement by using an intermodal approach and transshipping cargo from air to surface. For example, items classified as "troop support HAZMAT" (paint, aerosols, corrosives, etc.) moved via military or commercial truck are now able to move within 24 hours of arrival. Besides moving cargo quickly, the use of military and commercial trucks is also significantly less expensive. Currently, the cost of moving material within theater by truck averages \$0.21 per pound versus \$0.69 per pound by air.

In addition to improved movement of HAZMAT, intra-theater aircraft utilization has seen significant improvements. By forecasting the type and amount of cargo before arrival, the TDMC has not only been able to improve cargo velocity but improve aircraft utilization as well. Current TDMC business practice matches the amount of cargo and passengers moving within theater each day with available airlift. TDMC then determines if an airlift mission requires a configuration change to maximize utilization or if canceling the mission in favor of surface movement is the best solution.

Despite these successes in cargo movement, several initiatives to enhance cargo-forecasting capabilities are under development. Working hand-in-hand with Air Mobility Command, TDMC is exploring the use of GATES broadcasts and Brio queries to expand beyond the current 8-hour cargo-forecasting window. GATES broadcasts are simply e-mail files sent from an aerial port's GATES server to an e-mail address on a recurring automated basis. These e-mail files provide standard GATES reports to users at another station. In essence, another station may have a snapshot of the aerial port's current posture. A second initiative to expand the 8-hour forecast window is to establish a process that provides the TDMC on-demand query capability. Utilizing a commercial software application, Brio, the TDMC will be able to view real-time reports on cargo levels at any aerial port globally.

These recent achievements and current initiatives continue to improve synchronization and velocity of cargo movement. Future endeavors include expanding the scope of the TDMC beyond Northern Europe into the Mediterranean and applying the TDMC concept to infrequent/small volume destinations like Istres, France, and Oslo, Norway.

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Computer Aided Load Manifesting (CALM) Program

The Computer Aided Load Manifesting (CALM) Program provides a user-friendly automated capability to load plan equipment and personnel on military and commercial aircraft. Since its inception in 1978, CALM has evolved as the preferred method of automated load planning. With the January 2001 CALM v5.6 release and a scheduled release of Version 5.7 in October 2001, CALM continues its worldwide support of deployed forces and day-to-day cargo movement.

The CALM Program Office is devoted to maintaining a program that is simple to use, doesn't take lots of training to learn, cuts down on the time required to complete tasks, and produces final load plans without losing accuracy. Furthermore, the programs ability to operate on Windows 95, 98, WinNT, Win 2000, and Millennium Edition operating systems greatly enhances its effectiveness to the user. A couple of recent improvements to v5.6 are the ability to open the load plan from the item screen and increase hazards per item to eight. Additionally, the new C-130J fixed wing aircraft and RAH-66 helicopter were added to CALM.

CALM is key to the Integrated Deployment System (IDS). By interfacing with IDS components like Logistics Module (LOGMOD) and Cargo Movement Operations System (CMOS), CALM is able to use existing equipment characteristics to create aircraft load plans, which saves man-hours and reduces the time needed to develop aircraft load plans.

The functional proponent for CALM is HQ USAF/ILTR and HQ SSG/ILTR is the Program Manager for CALM. The CALM Program Office is always looking for feedback from the user community to make the program better for the user. The program is available for download from the Center for Electronic Distribution of Systems (CEDS), which may be accessed from a link on the CALM website. Additionally, a 24-hour help desk supports the users of the program. Check out the CALM website: <https://web2.ssg.gunter.af.mil/calm/>

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Air Transportation Standardization Evaluation (ATSEV) Program

On 1 Dec 00, HQ AMC began a new era in training for their aerial port personnel. Implementation of the Air Transportation Standardization Evaluation (ATSEV) Program. ATSEV is a commander's tool to evaluate air transportation readiness. The program provides a common approach to training and the tools to train and evaluate aerial port personnel to one standard AMC-wide. It will provide a tool for commanders to validate mission readiness and effectiveness of air transportation units, to include documentation of individual qualifications and capabilities. It is a "back-to-basics" program to standardize air transportation (2T2XX) career field processes.

ATSEV was conceived in response to a shift in our regulations from "compliance oriented" to "local empowerment" back in the early 1990s. Many of our rules and regulations were stripped of content, which resulted in localized "county options" and non-standard procedures that often resulted in inadequate training and safety incidents.

With ATSEV, units will now have a standard training program. They will use Qualification Training Packages, or QTPs, to implement standard task training, based on the Career Field Education Training Plan (CFETP) and the Specialty Training Standard (STS). QTPs are made up of Task Training Guides, or TTGs, and Task Evaluation Checklists (TECs). In addition to QTPs, operational checklists have also been developed to standardize aerial port processes.

Evaluation is a key component of the ATSEV program. Task knowledge and performance evaluations are conducted at the individual level. Additionally, unit ATSEV program managers will conduct a complete review of their programs annually. And, finally, Numbered Air Forces will inspect unit programs every two years.

HQ AMC began a limited test implementation of the program on 1 Dec 00 at four AMC bases: Travis AFB, Hickam AFB, Dover AFB, and Incirlik AB. McChord AFB was added to the program on 1 Feb 01. The test will provide the command with vital information and data that will allow us to fine-tune program guidance, eliminate inefficiencies in program execution, and validate manpower requirements prior to command-wide implementation on 1 Dec 01. Implementation by ARC units is also being addressed. For more information about ATSEV, contact Lt Col Billie Jean Antes or visit the HQ AMC/DOZ web page at <https://amc.scott.af.mil/do/doz/atsev/index.htm>.

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ADVANCED SHIPPING NOTICE (ASN) INITIATIVE

The purpose of the Advanced Shipping Notice (ASN) initiative is to develop the capability to accurately predict the arrival of cargo, which includes Unaccompanied Baggage (UB), at Air Mobility Command (AMC) operated Aerial Ports of Embarkation (APOE) as far in advance as possible. Advance shipping notification will minimize port hold times, increase APOE throughput, and facilitate aircraft scheduling for optimum effectiveness and efficiency, thereby significantly enhancing customer support. Once the CONUS to overseas procedures are implemented and operating smoothly, the prediction capability will be applied at the Aerial Ports of Debarkation (APOD) for return traffic to CONUS.

The ASN initiative is emphasized and explained in greater detail in USCINCTrans TCJ4-D message 231900Z Feb 01, which is available on the Military Traffic Management Command (MTMC) Personal Property Home Page at <http://www.mtmc.army.mil/property/default.htm>. It notes that the major quality of life benefit for each member is reduced transit time and time-definite delivery for UB shipments that move overseas on AMC scheduled aircraft. Business rule changes are addressed, with the major one being the establishment of a Required Port Delivery Date (RPDD) that must be met by the carrier for every Code J UB shipment. RPDD's must be met for the ASN operatives to provide predictions accurate enough for the Tanker Airlift Control Center (TACC) to schedule the airlift that will provide the reduced transit time and time-definite delivery.

Among the ASN business rule changes was the "origin pickup plus four" requirement. The pickup agent has three days to provide the shipment pieces/weight/cube data to the origin Traffic Management Officer (TMO) or Installation Transportation Officer (ITO), who then has one day to input that information into the Transportation Operational Personal Property System (TOPS). The total, four days, is the basis of the new business rule and is a part of the formulation of the RPDD, which is automatically calculated by the TOPS software.

Another enhancement with the ASN initiative is the use of bar-code technology. Procedures are under study that would facilitate the labeling process to further expedite transit time and more accurately track UB shipments. MTMC will notify the operating units as the systems are developed.

MTMC is the Office of Primary Responsibility (OPR) for managing the ASN initiative with TMOs, ITOs, and the commercial industry. Each shipping site must brief all local agents, carriers, and contractors in order to prepare for full implementation of the new procedures.

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COMBAT READINESS

Transporters with a touch of "CLaSS"

Have you ever wondered what happens to the special tools and manufacturing equipment that go into building a limited production aircraft such as the B-2 bomber? Or how about the specialists, who are involved in base closures? These are but some of the jobs that transportation specialists assigned to Rapid Area Distribution Support (RADS) teams do. The RADS teams are labor pools of transportation and supply specialists assigned to Combat Logistic Support Squadrons (CLSS) that fall directly under the Air Logistics Centers of Air Force Materiel Command. Due to base realignments and closures, the number of RADS teams has gone from five to two. These teams are currently based at the 654th and 653rd Combat Logistics Support Squadrons (CLSS) at Tinker AFB, OK, and Robins AFB, GA, respectively.

Being assigned to a RADS team calls for a sense of adventure, flexibility and the ability to adapt to what ever the tasks or conditions are. Personally, I've been assigned to two RADS teams within the last four years and have been deployed some 19 times, accumulating over 600 days on the road. We are called upon for unique and interesting requirements ranging from condemned ordinance shipments to Tool curtailments, and to Battle Damage Aircraft Recovery. Our teams deploy to unique locations all over the world such as the Seychelles Island in the Indian Ocean, Thumrait Air Base in the Sultanate of Oman, Korea, and the Far East.

Our RADS team recently completed the disassembly and transportation of a vintage B-52 Bomber from Kelly AFB to Tinker AFB. This bomber will be used to train the squadron's maintenance technicians on Aircraft Battle Damage Repair. This was a huge endeavor for our squadron that lasted over 3 months. Our transportation specialists built custom cradles, (without the benefit of packaging instructions) for the fuselage, allowing safe transport of this valuable war bird. This special tasking was featured on several national media outlets.

During my RADS tenure, my colleagues and I have seen and done many things out of the normal realm of the transportation field. This has been a great adventure, and, if you get the opportunity, I strongly encourage you to pay a visit to and even consider doing a tour of duty with a RADS team. Personnel assigned to a CLSS are placed on a 4-year controlled tour. Being assigned to a RADS team has been a roller coaster ride and I wouldn't change a thing if I could go back. The RADS folks are rough and tough folks that have proven their skills in this challenging special duty assignment. Be on the lookout for a RADS team anywhere because we could be in your own back yard doing a job with a touch of "CLaSS"

Sites to see:

654th CLSS Homepage: <http://www-int.tinker.af.mil/654clss/>

653rd CLSS Homepage: <http://www.robins.af.mil/653clss/>

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Air Force School House

Extension for Exportable HAZMAT Testing

The Transportation Schoolhouse has had problems with units failing to return the Exportable Hazardous Materials test materials within a timely manner. We recently extended the policy from 30 to 45 days to assist our guardsmen and reservists. We would appreciate everyone's efforts in making sure your personnel take the tests as soon as possible so they can be returned within the 45-day time period.

How to Request Training Slots: We are receiving an influx of calls from the field requesting slots for training, particularly the Hazardous Materials Preparation Course. The schoolhouse does not have the authority to enter individuals into training at this level. Training allocation requests (to get a training slot) must start with the individual unit training monitors who, in turn, submit the requests to the MAJCOMS. MAJCOMs normally work training allocations 2 years in advance of when the training actually takes place. In some cases, your unit-training monitor may request an "out-of-cycle" training request through your MAJCOM, or your MAJCOM can request another MAJCOM's unused slot. Another avenue is for your unit to request Mobile Training Teams (MTT). We will come to your base and teach the course. The two conditions we place on MTT is (1) the requesting unit fill all 16 seats for the class (if that is not feasible, try coordinating with a nearby base in order to fill the training slots), and (2) units pay for the instructor's TDY costs for out-of-cycle MTTs.

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OTHER ITEMS OF INTEREST

CSAF LOGISTICS REVIEW

For the latest information on the Chief of Staff Logistics Review, go to the following web site:

<http://www.il.hq.af.mil/ilt/clr/index.html>

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Bar Code Seminars

The Air Force Automatic Identification Technology Program Management Office (AF AIT PMO) at Air Force Materiel Command (AFMC), Wright-Patterson AFB, OH, sponsors free Bar Code seminars for all civilians, military, and DoD contractors. The AF AIT PMO sponsors these seminars to promote the use of AIT throughout the Air Force and DoD.

Our schedule for 2001 is:

10 April - Randolph AFB TX (Officers Club)

14 Jun - WPAFB OH (Hope Hotel)

2 August - Hill AFB UT (Officers Club)

30 August - Langley AFB VA (Officers Club)

11 October - Eglin AFB FL (Officers Club)

AIT is a generic term given to a variety of devices used to automate the collection of data. AIT provides visibility of assets in storage, in process, and in transit. Bar codes are but one of many AIT devices used by the Air Force and other Services. For example, in the transportation arena, AIT is utilized in the Cargo Movement Operations System (CMOS), where bar codes are scanned for cargo processing. AIT is also utilized throughout the Standard Asset Tracking System (SATS), the Mobility Inventory Control Accountability System (MICAS), and the Tool Accountability System (TAS) (previously known as the Tool Control System (TCS)).

Whether you are in transportation, supply, maintenance, medical, or any other area, learn how bar codes can improve your daily business processes. Attend one of these free Bar Code seminars and bring a co-worker with you. See hardware demonstrations and find out what AF-owned software is available at no charge to your organization. There will be a free lunch for all who attend the Bar Code seminar.

Please pre-register for the seminar to ensure sufficient handouts are available. Provide the location and date of the Bar Code Seminar you wish to attend and your personal information (name, rank, phone (DSN and commercial), fax (DSN and commercial), email address, organization, address and ZIP) using one of these methods:

email barcode@cdotech.com

or FAX to (937) 258-1614

or call CDO Technologies, Dayton OH, (937) 258-0022

or register through our web page at: <https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/LG/LSO/LOA/>

Call the AF AIT PMO at DSN 787-4118, Comm. (937) 257-4118 for more information or visit our web page. Please spread the word to all your co-workers. We look forward to seeing you there.

POC: Ms. Rosalie Gibler

AF AIT PMO

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A Touchdown for Transportation

More than two teams prepared for Super Bowl XXXV this year. The United States Air Force sent their best players behind the scenes. The men and women of the 6th Air Mobility Wing (AMW), MacDill AFB FL, welcomed a unique opportunity to work alongside the National Football League (NFL), the city of Tampa, CBS, MTV, and internationally known superstars.

For six days, the members of the 6th Transportation Squadron were key to planning, scheduling, coordinating, and providing vehicle and material handling equipment support for all of the Super Bowl week activities. The Transportation Squadron ensured safe, efficient, and reliable transportation to over 14,600 spectators and participants in the NFL Players Kids Golf Jam, NFL Players Super Shootout Golf Tournament, NFL Saturday Night Party with MTV and Ricky Martin, and the Super Bowl game itself. The squadron aided the Air Force Special Tactics and Rescue Specialist Jump Team, the Air Force Academy's Drum and Bugle Corps, the Air Force Experience F-16 Recruiting Service simulator, Tops in Blue, the Air Force Thunderbirds, and the Air Force Drill Team. Drivers transported aircrews for 10 Air Force aircraft including the B-2 Bomber that made the memorable flyover of Raymond James Stadium during Ray Charles' performance of "America the Beautiful."

Because the Tampa Bay Gasparilla Parade occurred simultaneously with Super Bowl activities, the 6th Transportation Squadron filled a great need for personnel movement. Air Force drivers had the privilege of shuttling Gen Charles "Tony" Robertson, Jr., CINC United States Transportation Command and Air Mobility Command, Commander; Gen Charles Holland, CINC United States Special Operations Command, and Brig Gen Arthur "Chip" Diehl, the AMW Commander, to and from these traditional festivities. The squadron also accepted the challenge of additional responsibility in preparing for CORONA South, the annual meeting of all Air Force four star generals that is held at MacDill AFB each February.

In the end, the Baltimore Ravens won the Super Bowl game, but the Air Force won a victory as well. Through their dedication, hard work, and commitment to excellence, the 6th Transportation Squadron markedly helped to increase public awareness of the Air Force mission and its people. In addition, in this year of recruiting and retention, the Air Force had the opportunity to expand visibility, increase public support, and utilize contemporary media like print, radio, and television in a collaborative effort with recruiters to reach tomorrow's blue suiters.

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Thoughts on Leadership

Leadership, what does it mean to you, regardless of your status as an airman, noncommissioned, senior noncommissioned or commissioned officer? As you continue your life's journey and aspire to become the next generation of great leaders for our country and our Air Force, I'd like to share with you qualities of leadership that I believe are detrimental to your effectiveness and success as leaders. Although there are several leadership qualities, the qualities that I'm referring to are the three C's of leadership: courage, commitment, and character.

First, let's begin with courage: Winston Churchill, British Prime Minister once stated "courage is rightly esteemed the first of all human qualities...because it is the quality which guarantees all others." Courage for every leader begins with an inward battle and every test you will ever face starts within you. Don't mistake courage for the absence of fear, for courage is doing what you are afraid to do in spite of the fear. Fear in whatever form it manifests itself will limit your leadership abilities whereas courage has the opposite effect. During the civil rights era of the 1960's, Dr. Martin Luther King Jr. declared, "the ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy" and the evangelist Billy Graham asserted "courage is contagious; when a brave man takes a stand, the spine of others are stiffened." As individuals, a display of courage by any one of us will encourage some of us, but a show of courage by one who is also a leader, will inspire all of us. Whether or not we personally have the courage to take risks and do what is right, we will still experience the same amount of fear in life. The difference is those of us who have not yet found the courage will always worry about trivial matters. So I challenge you to face the music, take a giant step, and summon up your courage. It will open doors, give you a good beginning, provide you with a better future, and bring you unexpected positive results. You are the present and future leaders of our Air Force and it is your courage that will inspire commitment from the airmen of today and tomorrow.

You may ask yourselves, just what is commitment? To each person it means something different: To the boxer, it's getting off the mat one time more than you've been knocked down. To the marathoner, it's running another ten miles when your strength is gone. To the missionary, it's saying good-bye to your own comfort to make life better for others. To the airmen, it's deploying to Kosovo or Bosnia, not knowing if you'll ever return to family. To the leader, it's all that and more because as leaders everyone you lead is depending on you. Commitment begins in the heart and always precedes achievement. True commitment will inspire and attract people, it will show them you have conviction. Airmen will believe in and follow you only if you believe in your cause. As leaders you will face plenty of obstacles and opposition and during those times you'll discover that your commitment level is the enemy of resistance, for it is the serious promise to press on, to get up, no matter how many times you're knocked down. If you want to make a difference in other peoples lives as a leader, look into your hearts to see if you're really committed. When it comes to commitment I believe there are four types of people: cop-outs (those who don't have any goals and don't commit), holdouts (those who don't know if they can reach their goals and are afraid to commit), dropouts (those who start toward their goals but quit when the going gets tough), and all-outs (those who set goals, commit to them, and pay the price to reach them). I ask you, which one of these are you? Are you totally committed to the 21st century Air Force? Are you committed to and do you support the various functions of your organization such as dining-ins and dining-outs? Are you committed to and do you support the base honor guard program. As a leader you should, but whether you do or whether you don't, one thing is certain, your character will be revealed to those who follow you.

Character is the bedrock of leadership. Bernard Montgomery, a British Field Marshall, stated " leadership is the capacity and will to rally men and women to a common purpose and the character which inspires confidence." We have no control over a lot of things in life. We don't get to choose our parents. We don't select the location or circumstances of our birth or upbringing. We don't even get to pick our talents or IQ. Unlike talent, which is a gift, character is a choice. How a leader deals with the circumstances of life tell you many things about his or her character. A crisis won't necessarily make a person's character, but it certainly will reveal it. Adversity is a crossroad that forces a choice of one of two paths: character or compromise. Every time he or she chooses character, they become stronger, even if that choice brings negative consequences. The development of character is at the heart of your development not just as leaders, but as human beings. It is more than talk; anyone can say that he has integrity, but action is the real indicator of his character. Your character determines who you are, who you are determines what you see and what you see determines what you do. Leadership always involves other people and as the old adage goes, if you think you're leading and no one is following you than you're only taking a walk. Airmen will not trust a leader whose character they know to be flawed, and they will not continue to follow you. When you say you'll finish an assignment, do you always follow through? When you tell your children that you'll make it to their ball game or recital, are you there for it? Can people trust your handshake as they would a legal contract? Ask yourselves whether your words match your actions--not just some of the time but rather all of the time. The circumstances amid which you live determines your reputation, the truth you believe determines your character. Your reputation is what you are supposed to be, your character is what you are. Your reputation is the photograph, your character is the face. Your reputation comes from outside of you, your character grows up from within you. Your reputation is what you have when you arrive at your new duty station, your character is what you have when you PCS. Your reputation grows like a mushroom, your character grows like an oak. A single newspaper report gives you your reputation, a life of toil gives you your character. Your reputation makes you rich or makes you poor, your character makes you happy or makes you miserable. Your reputation is what men say about you on your tombstone, your character is what angels say about you before the throne of God. How much character do you have? Where do you want to go with your lives? How big is your vision?

As I close, I'd like to share a poem with you (author unknown): There was once an oyster whose story I'll tell who found that sand had gotten into his shell. Just one little grain though it gave him much pain--for oysters have feelings although they're so plain. Now did he berate the working of fate, which led him to such a deplorable state? Did he curse out the government and call for an election? No, as he lay on the shelf he said to himself. If I cannot remove it I'll try to improve it. So the years rolled by as the years always do and he came to his ultimate destiny...stew. But this small grain of sand that had bothered him so was a beautiful pearl all richly aglow. Now this tale has a moral for isn't it grand what an oyster can do with a morsel of sand. What couldn't we do if we'd only begin with all of the things that get under our skin.

Transporters everywhere, I leave you with a thought and that is, I truly hope I've gotten under your skin. I hope I've given you enough for you to grab a hold of the talents you have, persevere, become the leaders our country and Air Force needs and achieve greatness. May God's love, peace and blessing flow to you and all of yours.

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E-Mail--A Key Tool to Communication

While most Air Force Transporters are familiar with sending and receiving messages through email, quite a few use it only for that purpose. That is fine, as far as it goes, but email, is also a key tool in facilitating communication with peers, subordinates, and supervisors. It enables you to discuss issues with someone, or a series of people, or to express your opinion and defend it. It allows you to leave messages for people away from their desks, without having to rely on someone to take down a phone note, indicating when you called, the subject you wished to speak about, and how to get back in touch with you. It eliminates the middle person, who might not copy your name down correctly, who might confuse the subject, transpose telephone numbers, or even fail to get the note to the intended party.

Many people get so busy working away from their PC, that they forget to access it at break time, lunchtime, or at the end of the workday. By doing so, they risk missing an important feature of email: its bulletin board, announcement, or note board capability of informing them of required details or scheduled events, which may be of personal or professional interest. Some of these messages are strictly informational, applicable to some, but not all, among those addressed. Other messages target specific people or groups of people by name, directing or requesting that they attend meetings, perform certain duties, or handle some part of a project the sender desire them to take care of.

Email is also a wonderful tool to improve your ability to write better. Its spell-check capability may not catch misused words, but it does identify lots of misspellings and transposed letters. One of your intended addressees will probably let you know, if you used a word incorrectly (good natured kidding won't hurt you, and you'll undoubtedly learn from it). Meanwhile, your PC can be set to alert you to miscellaneous spacing, punctuation, and grammar errors.

Email and word processing enable you to write and edit, and to say exactly what it is you want to say. If you need help writing a report, a memo, a staff summary sheet, or a school paper for that matter, you can send it as an email attachment to someone willing to help you. They can edit it, make comment, and return it to you. Depending on the availability of time and the willingness of your writing mentor, that process might be replicated. Email and word processing are infinitely better than the former typewriter days, when errors called for retyping or "white-out"--and all the fumbling with paper, envelopes, getting things in the mail, and the interminable waiting time for "snail mail" to get your letters and messages to the intended destination. Additionally, you can set your PC to provide you nearly instantaneous feedback, as to when your message is received and opened by the intended recipient. And, the nearly real time email transmission enables the recipient to have the time to read your message soon after you sent it, the time to study it, and to determine how best to respond in just a fraction of the time it takes to accomplish it by "snail mail."

Email is an invaluable tool for all e-connected personnel. Making full use of all of its features will improve your efficiency, and may well improve your quality of life.

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Traffic Management Officer
509th Transportation Squadron
Whiteman AFB MO
DSN 975-4128

MEEP CORNER

1. Equipment Evaluated: **The Power-Luber, A 12-Volt Cordless Rechargeable Grease Gun (Model 1242) manufactured by Lincoln Automotive/Century Mfg. Co., 9231 Penn Avenue South, Minneapolis, MN 55431. Identified by the manufacturer as the most advanced grease gun ever created. The Power-Luber delivers a consistent grease flow, at up to 6000p.s.i. The power-Luber comes in three different models, with a full range of accessories. For a detailed description of this and the other model's go to web site. <http://www.lincolnautomotive.com/catalogs/Lubrication/Pro/hand1242.htm>.**

Test Site: Langley AFB, VA. MEEP Project NO. T00-28.

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2. Equipment Evaluated: **Fast-Spec Hand-Held Information System.** Thexton, 1157 Valley Park Drive, Suite 150, Snakopee, MN 55379, manufactures fast Spec. According to the manufacturer Fast Spec is the fastest, handiest way to access vehicle specifications ever. Fast Spec's database is specifications-dedicated, no "how-to" data, no procedures, just the specifications you need. Go to web site, <http://www.thexton.com/fsdemo/index.html> for more detailed information

Test Site Dover AFB, DE. MEEP Project NO. T00-35.

3. Equipment Evaluated: Air Bag/ABS Scan Tool, Model No. 3761, made by OTC Tools Division, SPX Corporation, 28635 Mound Road, Warren MI 48093, 1-877-222-7445, Website: Advertised as the latest technology on the market that will clear trouble codes, plus repair and extinguish ABS and SRS warning lights, designed from the ground up for the professional vehicle technician specializing in ABS or Air Bag service. Coverage includes older Chrysler CCD ABS systems as well as OBD II ABS and Air Bag systems as well as most late-model domestic and Asian import vehicles. See web site <http://www.otctools.com>, for more detail information and specifications.

Test Site: Langley AFB, VA 23665. MEEP Project NO. T00-40.

4. Equipment Evaluated: Capture Zone Automotive Refrigerant Recovery System (ARRC). Capture Zone Automotive Refrigerant Recovery System (ARRC) Cart, manufactured and distributed by Cryo-Line Industries, 350 Sunpack Court, Henderson, NV 89015, (702) 446-8010, Fax (702) 446-8011, website Manufacturer states that this is the latest technology pertaining to refrigerant recovery. The ARRC is not a recycling machine; it is simply a recovery system, which holds three five-pound bottles, giving you fifteen-pound capacity. Go to Web Site <http://www.cryoline.com> for more information about this system.

Test Site: Nellis AFB, NV. MEEP Project NO. ET01-02.

5. Equipment Evaluated: The Fluid Transfer System (Waste Oil Caddy) manufactured by Emerson Manufacturing Corp. Two different models were evaluated a Fluid Transfer System and an Antifreeze Transfer system.

The ACC MEEP can be reached at DSN 574-4408/10. The AF MEEP telephone number is DSN 872-4217 extension's 226, 235 or 230.

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Report Data

Because the MEEP Status Report data has become so bulky, all new status information is now posted on the Website below. Please enter the following WR-ALC/LER Website for MEEP Status Report data: <https://137.244.43.130/engr/>, scroll down the menu to MEEP, then click on MEEP Project Status Reports.

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The office responsible for management of The Transformer is HQ USAF/ILT with delegation to the Joint Personal Property Shipping Office-San Antonio, Texas (JPPSO-SAT). We encourage your participation and ask that you make copies of the "The Transformer" and distribute them throughout your unit.

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HOW TO SUBMIT ARTICLES

Articles can be about quality initiatives, lessons learned, PAT results, etc. The crosstell you originate should be an action that has had some results, positive or negative.

Articles may be submitted by...

(1) Email. (2) Fax. (3) Mail disk with article in plain text or Word. (4) Mail hard copy of article.

All articles must be submitted through your MAJCOM POC, listed on this page.

HOW CAN I GET THE TRANSFORMER?

Visit our Internet Home Page: <http://jppso-sat.randolph.af.mil>, contact the program manager Alfred.August@jppsosat.randolph.af.mil, or one of the MAJCOM POCs listed on this page.

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